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Personal

Agency-Wide Vacancy Notice System

Michael J. Malanick
Acting Deputy Director for Administration

DDA 77-3824

STATINTL

5 July 1977

Deputy Director of
Central Intelligence

Believe this answers the questions that have been raised about the history, volume and current status of vacancy notices. If you need more information, let us know.

MJM

Michael J. Malanick
Acting Deputy Director
for Administration

Attachment

ADDA/MJMalanick:lm (5 July 1977)
Distribution:

- Orig RS - DDCI w/Orig Att.
- ① RS - DDA Subject w/cy att
- 1 RS - DDA Chrono
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Attachment: DDA 77-3824, Memo for DDA from D/OP, dated 1 July 1977, Subject: Agency-wide Vacancy Notice System.

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1 JUL 1977

DD/A Registry

77-3824

MEMORANDUM FOR: Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Agency-wide Vacancy Notice System (U)

1. (U) This memorandum is for information only and contains no recommendations.

2. (U/AIUO) The current Agency-wide vacancy notice system was initiated in 1973 as an adaptation of systems then in use in the Directorates (Attachment A). It was designed as a voluntary system to promote optimum use of existing manpower resources and to make information about assignment opportunities available to as many employees as possible. This system was meant to complement the Career Service personnel development system and, with the Agency's assignment policy as published in HR [REDACTED] (Attachment B) cover the primary facets of an assignment system: the needs of the Agency, the needs and career aspirations of the employee, and developmental opportunities. Components may, at their discretion, advertise within the component only, within the Directorate only, or Agency-wide, or all three in that order. (Twenty-five of thirty-eight components responding to our 1976 survey indicated they advertise vacancies within prior to going Agency-wide.)

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3. (U/AIUO) Once the managerial decision is made that a vacancy should be advertised Agency-wide, components prepare clerical notices in final form and forward them to OP/CSB for duplication and dissemination. Components prepare drafts of professional and technical notices and forward them to OP/PPB where they are reviewed for accuracy of factual data, clarified if necessary, typed in final form, and disseminated. We also do a limited review of qualifications to insure that they are as much in line with the description and grade as can be determined without attempting to match item for item against an official job description. Normally, there is a two-week deadline for application (determined by the component), however, many deadlines are extended and some are published with "open" deadlines (ten in 1975, 14 in 1976, and 3 so far in 1977).

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4. (U/AIUO) While the Professional Placement Branch (PPB) was located at Headquarters, professional and technical notices were printed by OL/P&PD and distributed by PPB within several days of receipt of the draft. When the Branch moved to Rosslyn, it was necessary to adjust the procedure to avoid the anticipated delay involved in the movement of the notice to and from Headquarters. We thus arranged for P&PD to mail the notices directly to the distribution points. At the end of an experimental six-month period, our figures showed that it took from four to fifteen calendar days to get a notice out (that is, from the day it was hand-carried to P&PD until the day PPB received its return copy which indicated that distribution had been made). With two-week deadlines, the notices were arriving in offices after the expiration dates. We concluded that PPB could manage a 24-hour turnaround service by Xeroxing the notices as the Clerical Staffing Branch has done since the inception of the system. The professional and technical notices now are received one day, reviewed, typed, duplicated, and mailed out the next day. This timing is not possible when the information needs clarification or explanation -- in such cases the publication of the notice may be delayed for a few days, depending on the response time of the advertising component. When the notices are ready, 170 copies of professional and technical and 94 copies of clerical notices are Xeroxed and distributed to 73 mailing points in numbers ranging from one to thirty.

5. (U/AIUO) According to the responses of 38 components in a June 1976 survey (Attachment C) of the system, the notices are either posted in a central location, circulated to sections, circulated to each employee, or a combination of all three. (A summary is contained in Attachment D.) In addition to the foregoing, each component was provided with a three-ring binder in which to place vacancy notices for review by their employees. The individual notices are also available for review in the Library and in Rooms 332 and 836 Ames Building for those employees who wish to keep their interest in the vacancies unknown. At least once a month, a listing of the notices current at the time of typing is also posted on the seven official bulletin boards in Agency buildings to allow employees to determine if they wish to review the notice itself. Pertinent facts which might affect their decision are included to the extent that the Office of Security allows. The locations of the non-component books are also included on the bulletin board listing. In order to assist the Library and the components in keeping their books up to date, SPD provides a listing of active notices and periodically sends out a listing of closed notices.

6. (U/AIUO) The grades of the positions advertised range from GS-04 to GS-16 and include some contract, some part-time, and some Wage Board. The number of vacancy notices published Agency-wide has increased since 1973 with the exception of 1975 when fewer notices were published than in 1974. (Attachment E)

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7. (U/AIUO) By the same token, the number of employees applying has increased a great deal over the years -- from approximately 225 in 1973, to 1437 in 1976 (a 640% increase). The total number of jobs filled has increased correspondingly as has the total of positions filled from outside the advertising component as shown in the summaries in Attachment E. In 1975, almost five times as many positions were filled from outside than inside, and in 1976, three times as many. (Attachment F) Unfortunately, the fact that a component selects an employee from their own ranks through the vacancy notice system, as legitimate as it might be, is perceived by employees as evidence of "pre-selection." In at least one instance, PPB officers reviewed the files of the applicants for a position when an employee within the component was selected and found that the selectee was indeed better qualified than the others. Because of the volume involved, it would be humanly impossible for such a review to be conducted in every case.

8. (U/AIUO) Recognizing that the system needed to be reviewed and updated if necessary, such a review has been an established MBO objective for PPB for FY-1977. Based on our 1976 survey, the analysis of last year's results, and other factors, it is our preliminary conclusion that whatever flaws exist lie not with the vacancy notice system itself but with the managers who implement it. There are occasions when supervisors either do not circulate a notice, delay it, or make it difficult for the selected employee to be released for the new assignment.

9. (U/AIUO) With reference to the criticism of lack of timeliness of the vacancy notices, the delay in circulation can partly be attributed, perhaps, to the distance of outlying buildings from the central mail system, and the need then to get the document into the particular building's internal mail system. As indicated in Attachment D, at least 14 components try to alleviate that problem by posting the notice in a central location (of which three also circulate directly to employees). Barring technical difficulties, our 24-hour turnaround requirement insures the departure of the notice from the two branches as fast as possible.

10. (U/AIUO) With regard to the criticism of lack of circulation, there are at least two possible solutions to that problem which you might wish to consider and/or suggest to the DDCI:

a. Assign a high priority in OL/P&PD to the printing of vacancy notices and have copies made for each employee, or one for each six. (While this idea could be seen to have some merit, it would not be

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cost-effective because more than half the notices are clerical and apply only to approximately 28% of the total Agency population. When you consider that about 47% of the clerical notices are for positions GS-06 and below, the percentage of applicability would be even lower.)

b. The DDCI could express his deep concern for this system to the Deputy Directors and insist that they insure the circulation of notices within their Directorates.

11. (U/AIUO) As an additional assistance to employees in their efforts to locate reassignments, we have refined our counseling procedures and developed the publication "Employees Available for Reassignment" (E.A.R.) to advertise the skills of those who already possess, or are on their way toward possessing, professional or technical skills. As you are aware, this publication is distributed quarterly to Deputy Directors, Office Heads, and Personnel Officers in the Directorate offices and components. We have published four issues since June 1976, with an average of 20 ads per issue and have successfully placed four of the total fifty employees advertising. While suggestions have been made that E.A.R. should be available to all employees, including clericals who wish to move into other clerical positions, the report on the results of the vacancy notice system for 1976 indicates that the vacancy notice system is meeting that need quite successfully. *F. W. M. Janney*

F. W. M. Janney

Distribution:

Orig & ~~X~~ - DDA
1 - D/Pers
1 - DD/Pers/R&P
1 - PPB Chrono
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OP/SPD/PPB/

(30 Jun 77)

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This Notice Expires 1 February 1974

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11 January 1973

AGENCY VACANCY NOTICE SYSTEM

1. This notice announces the implementation of an Agency-wide vacancy notice system.
2. Announcement of existing or anticipated vacancies throughout the Agency is intended to promote optimum use of existing manpower resources and to make information about assignment opportunities available to as many employees as possible.
3. Effective planning for personnel development will often result in the selection of specific assignments for personnel to provide growth opportunities, desirable experience, etc. Many positions, however, can be filled by personnel from other offices and directorates as well as from the component with the vacancy. In such cases, vacancy notices will be issued to stimulate applications from which the best selection can be made.
4. Vacancy notices will normally be given Agency-wide distribution (classified as necessary), but unique positions involving special training, exceptional qualifications or sensitivity may be restricted to specified offices or directorates. In those instances of limited distribution, the vacancy notice will be prepared by the component in which the vacancy exists. An information copy of the vacancy notice will be provided to the Office of Personnel, Staff Personnel Division. Representatives of the Staff Personnel Division are available when needed to assist in the preparation of these vacancy notices.
5. Agency-wide vacancy notices will be prepared by the Staff Personnel Division in coordination with the office in which the vacancy exists. The Staff Personnel Division will disseminate copies of the Agency-wide vacancy notice to all component personnel or support offices of the Agency where they will be available for review by any interested employee.
6. Applications for consideration against an Agency-wide vacancy notice will be submitted in writing through supervisory channels to the Staff Personnel Division. Supervisors will comment on these applications and are encouraged to counsel applicants with respect to their qualifications for the particular position for which they wish to apply.

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11 January 1973 PERSONNEL

7. The Staff Personnel Division will serve as a focal point for receipt and forwarding of applications and will inform the holders of vacancy notice books when advertised positions are filled so that records may be kept current.

8. Applicants will be individually informed of the action taken on their applications.

9. Vacancy notices will be issued before resorting to external recruitment except for positions involving technical qualifications known to be unavailable within the Agency. This does not preclude the simultaneous issuance of a recruitment request, but internal applicants will be considered before a final decision is made to accept an external application.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

JOHN W. COFFEY

Deputy Director
for Support

DISTRIBUTION: ALL EMPLOYEES

SECTION III: MANAGEMENT OF STAFF PERSONNEL

17. ASSIGNMENT POLICY

a. GENERAL

- (1) The paramount consideration in determining assignments of personnel will be the needs of the Agency. Due consideration will be given to the career interests and the personal circumstances of the individual, but these must be subordinated to Agency requirements for his services in a particular assignment.
- (2) Ordinarily, the best qualified employee available will be selected for a given assignment. However, employees and supervisors must recognize that an important factor in making assignments is the improvement of the professional competence of the Agency, and that on occasion selections will be made primarily to afford an employee a developmental opportunity commensurate with his potential and career goals.
- (3) Assignments will normally be made to a position at the employee's grade. However, an employee may be assigned to a position of lower or higher grade under the circumstances outlined in subparagraph d or e below.
- (4) Employees in training or developmental activities or who for other reasons are not expected to perform the duties of some staffing complement position are to be assigned to development complement status as prescribed in HHE [REDACTED]

b. OFFICIAL RECORD. The official record identifies an employee with an authorized position or shows him to be in a development complement status.

(1) ASSIGNMENTS

- (a) An employee's official assignment to an authorized (planned) position means that he is
 - (1) performing at his grade level the type of duties which are covered by the service designation and title of the position;
 - (2) under the command of the organizational element shown on the official record; and
 - (3) at the geographic location shown on the official record.
 - (b) An employee should be officially reassigned to development complement status whenever he does not perform the duties of an authorized position for a period of 30 calendar days or longer.
- (2) INTERNAL DETAILS. The detail of an employee to a position outside the jurisdiction of his Career Service or to temporary work for 30 days or more in development complement status will be recorded in the official personnel record. In addition to the Official Personnel Action, such record will include a Memorandum of Understanding covering the circumstances and anticipated duration of the detail agreed to by the Heads of the Career Services concerned, by the employee, and by the Operating Official gaining the employee's services. The responsible officials will review internal details at least every two years to ensure that continuation of the arrangements in each case is desirable.
- (3) RECORDING CHANGES. Appropriate changes in official records should be timed whenever possible to coincide with the events which they represent and, in any case, effected as soon as possible after the occurrence of such events.

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c. RESPONSIBILITIES

- (1) **HEADS OF INDEPENDENT OFFICES AND OPERATING OFFICIALS.** Heads of Independent Offices and Operating Officials should anticipate the personnel requirements of their components and notify the Heads of the Career Services concerned of such requirements through appropriate channels.
- (2) **HEADS OF CAREER SERVICES.** Heads of Career Services select personnel for assignment to operating components in response to stated requirements. If recruitment is necessary to obtain personnel to meet anticipated needs, the Head of the Career Service concerned should notify the Director of Personnel.
- (3) **DIRECTOR OF PERSONNEL.** The Director of Personnel in meeting the recruitment requirements of the various Career Services gives first consideration to the availability of qualified individuals serving in the Agency and, second, undertakes external recruitment when appropriate. In discharging his responsibilities for internal Agency recruitment, the Director of Personnel will maintain records of the qualifications of Agency personnel and will also use, as appropriate, pertinent data available from other components, including training reports and information developed by the Psychological Services Staff, Office of Medical Services.
- (4) **DIRECTOR OF SECURITY.** The approval of the Director of Security is required for reassignments to the Operations Directorate or to the foreign field. An information copy of Form 1152 covering other reassignments should be forwarded to the Office of Security.
- (5) **DIRECTOR OF MEDICAL SERVICES.** The Director of Medical Services determines the medical fitness of employees for certain categories of assignments as prescribed in HR [REDACTED]
- (6) **SUPERVISORS.** Supervisors at all echelons are responsible for the proper utilization and continuing evaluation of personnel assigned to their respective jurisdictions. They will advise the Career Service concerned, through appropriate channels, when there is evidence that an employee is misassigned.

d. ASSIGNMENT TO A POSITION OF HIGHER GRADE. An employee may occupy a position of a grade higher than his grade when

- (1) for training purposes the assignment is intended to afford the employee broader developmental opportunities in his career field; or
- (2) the employee is the best qualified person available at that time for the position.

↳ However, an employee will not under normal circumstances be assigned to a position which is more than two grades above his grade. Any proposed assignment which is an exception to this policy will be submitted for concurrence to the Head of the Career Service concerned before it is submitted with full justification to the Director of Personnel for approval.

e. PERSONAL RANK ASSIGNMENT

- (1) A personal rank assignment is the assignment of an employee to a position of a grade lower than his grade. An employee will not normally be assigned to a position which is more than two grades lower than his grade.

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A personal rank assignment may be approved by the Director of Personnel when the Head of the employee's Career Service states that one of the following conditions exists:

- (a) The employee is to be competitively promoted but must complete his current assignment in a position of lower grade than his grade after promotion.
 - (b) The employee is the only qualified person available for assignment to a position that must be filled immediately.
 - (c) The employee possesses such unusual background, contacts, or qualifications for a particular position that his assignment to that position is essential to an Agency program.
 - (d) The employee's service record and qualifications demonstrate satisfactory performance at his grade, and staffing plans will provide a position of that grade in the near future, but no appropriate assignment or proper grade is currently available.
 - (e) The employee is to obtain specific experience essential to the planned future use of his services.
- (2) Under any of the above circumstances, a personal rank assignment may be approved for a specified maximum period agreed upon by the Operating Official concerned, the Head of the employee's Career Service, and the Director of Personnel. At the beginning of each calendar year, Heads of Career Services will review personal rank assignments of employees under their jurisdiction and initiate such action as may be called for as reassignment to suitable positions at appropriate grade levels, other corrective measures, or extension in the event an assignment should be continued beyond the approved period. A report of such review and measures taken will be furnished the Director of Personnel.

f. REASSIGNMENT. It is in the Agency's interest to assign Career Employees to positions where they can develop and apply their abilities to the maximum and obtain satisfaction through the achievement of Agency and personal objectives.

- (1) The Director of Personnel publishes vacancy notices to advertise the qualification requirements of positions for which the Heads of Career Services wish to solicit candidates. Interested employees with the requisite qualifications are encouraged to inform the Director of Personnel of their desire to be considered for reassignment to such positions.
- (2) An employee seeking reassignment within his Career Service should make this interest known to his Career Counselor. The Heads of Career Services will ensure that such requests for reassignment receive full consideration and that reassignments in the employees' interest are arranged whenever practicable in terms of the requirements of the service.
- (3) Operating Officials will expedite the necessary arrangements to effect reassignments which have been determined desirable by the Career Service or Services concerned.
- (4) The Director of Personnel will coordinate reassignment arrangements between Career Services when appropriate. The reassignment of an individual from one Career Service to another is made on the basis of the requirements of the Career Services involved and the career goals of the individual concerned. The Director of Personnel reassigns an individual from one Career Service to another only after consultation with the individual and the Heads of the Career Services concerned.

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